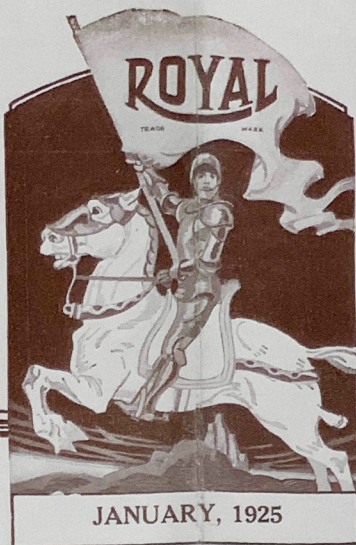


The ROYAL



STANDARD

VOLUME TEN

NUMBER ONE

Second Month of Contest Brings Many Reversals

Losers in First Race Even Score

Just as was predicted when the first month of the individual contests closed, a goodly number of the losers in the first heat decided to crowd on all possible steam and even up the count before it was too late.

This man-against-man, office-against-office contest has aroused even more interest than was anticipated. The greatest rivalry has come between offices which are in the same section of the country, facing the same conditions, and near enough together to fling daily taunts and make daily comparisons. Some of these contests have been very tight. We point specifically to the San Francisco-Los Angeles race, in which San Francisco turned the tables this month, by just a few machines, and the Fresno-Oakland race, which ended up this month in a tie.

The Northwestern states during December showed the finest combined increase in business, both St. Paul and Minneapolis Offices coming through with very excellent records, but it remained for our old friend, Mr. Jack Wellman of Louisville, to produce the best individual branch record. He leads the organization for the month.

The St. Louis Office, under Mr. Nunamaker, came in a very close second, beating his opponent, Pittsburgh, by a good margin and making that very tense contest "all square," so that the month of January will be necessary to decide the winner.

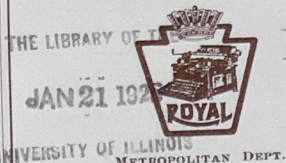
Mr. Nunamaker, formerly our manager at Buffalo, seems to have come right into his element at St. Louis, and the officials are looking forward to some very famous records from that point of the horizon in the future.

Next in order of record for the month comes Minneapolis, under Mr. Thorne, who turned the tables on the redoubtable "Bill" Partee of Milwaukee, after that gentleman's excellent victory in November.

Mr. Platz, our new manager at St. Paul, not to be outdone by his "Twin City," set a fine high mark in conquering his opponent, Springfield, Mass., and, incidentally, earned his M. A. D. Ring.

These are simply the high spots. Many other offices did very well in the closing month of 1924—and promise big things for the new year. On the last page of this issue are given the photos of the winning managers, with the standings of each of the various contestants. The first group presents the double winners—the second group those who won in December and thereby evened up the defeat they sustained in November—

January is the last opportunity for those who have suffered two defeats to prove that they at least have the stamina and courage to "come back" with a victory. Also it is the "rubber" month for those who are all even after the first two heats. Big month as it is, according to all predictions, we can again look forward to a large number of real battles.



ROYAL TYPEWRITER COMPANY, INC.

316 BROADWAY

NEW YORK

January 5, 1925.

Mr. Geo. Ed. Smith, President,
Royal Typewriter Company, Inc.,
New York City.

Dear Mr. Smith:

The year 1924 has drawn to a close. The record of this office must stand for itself. While it is not as gratifying in some respects as both of us might wish, nevertheless, I am persuaded to believe that your letters of commendation from time to time received during the year and especially during the last few months, have not been without their basis in facts and figures. We feel therefore justified in being proud of the record of this office, believing that we would not have received commendation except as earned.

We have endeavored during the past year to carry out instructions and to act upon the advice received from the Home Office and this letter is to thank you for such assistance and to say frankly that this has played an important part in the development of our business.

In the early Fall, when letters from Headquarters indicated an increase in trade balance, which you interpreted to mean a greater opportunity for the sale of typewriters, we doubted, in part at least, your conclusions as well as the significance of the facts which you presented. Nevertheless, as good Royal employees, we acted upon your instructions and upon your advice. Our personnel was improved. Special attention was given to the training of our salesmen. Territories were completely covered to give proper representation and aggressive methods adopted to see that Royal should obtain its share of the increased business which you said was to be had.

Our records prove that we have, at least, obtained a fair share of what we went after. We have learned, however, to place a different interpretation upon the word "prosperity" than has heretofore been our custom.

The present increase in trade opportunities, we do not believe will be reflected in any avalanche of business, or in easily obtained results. We know now that the opportunities to which you have referred, are present, but we have learned that our part is a little different in this type of prosperity than it was for instance, in 1919 and 1920. There is no flow of business in our direction without a great deal of effort on our part. The business to be had must be sought. The business to be had now is for the trained organization. Prosperity now is the reward of aggressiveness.

We will admit that we have looked for the return of prosperity as we knew it during the period of "after the war" boom, but we have learned that such a phenomena is not apt to occur. We have learned that prosperity now should properly be called "opportunity"; that it is a prosperity of the strong and not of the weak. It is not the silk shirt ship yard worker's type of affluence.

1925 promises to be the greatest year in the history of this Branch and our wishes are that we may prove ourselves equal to the responsibility placed upon the management of this office and that we may reflect credit in organization and personnel upon the high character of the product which we represent.

Best wishes for a Happy New Year,

Very truly yours,

Clarke Robinson
Manager.

"Getting Next" to the P. A.'s.

By L. S. Wilson, Manager Purchasing and Supplies

A Royal salesman, a few days ago asked me:

"How can I get next to purchasing agents?"

"Why are they so often 'grouchy' and encased in a shell of reserve?"

"How can I leave a favorable im-

pression on those I seek to interview?" "What, personally, do you like to have a salesman do when he calls on you?"

Our salesman has asked something. There is no standard, ever-ready, always sure answer to any one of them. The answers are very largely within the salesman himself. He must have a big bundle of common sense and consideration; an active ability to appreciate instantly the

condition in which he finds himself on meeting his purchasing agent and act with wisdom and promptness. Friends and business are gained or lost, quite frequently, by what transpires within a minute or two.

To illustrate: My office is an open one. No salesman sends in his card. He comes in. The man who made the best impression, recently, was a young hustler who came in with his card in his hand and approaching the

desk saw I was figuring. He held out his card, saying: "Please look at this when you have a moment. I only ask an opportunity to bid. Our strong point is real service. Thank you and good day," and he was already backing toward the door.

Unusual? Certainly. But in five seconds he had created a favorable impression that lasted and later when he received an order his firm did give service.

Contrasted with him is that type of salesman who insists, no matter how seriously employed you may be, on talking the merits of his line even after you have assured him that you need none of his goods; reiterating in an urgent "talk fest" his prices, his product and his service—which no one else can equal,—until you wonder how he continues to represent anybody. This style of man lacks knowledge of human nature and is deficient in simple common sense. Never has he sought, mentally, to sit in the purchasing agent's chair; never thought how he would act if one of his class came in to sell him goods. By such a reversal of position he might quickly discover some of his own faults were he honest in his estimates and with himself.

Such a salesman goes away and calls you a "grouch." A purchasing agent needs a "shell of reserve" to bring out and throw around himself now and then, for there are many times when important work or problems are pressing. He has much more to occupy his time and his mind than receiving callers and signing orders. The wise salesman will not seek to put over "high powered stuff" or expend any real sales effort when his man is engrossed with duties which must be apparent to anyone with seeing eyes and an average crop of sense. A card and a quick get-away will leave a far more favorable impression.

The salesman who will receive more than the customary reception is the one who can appreciate that the purchasing agent has little time for anything but the most concise statement of the reason for the salesman's call. That statement, if possible, should be rather striking or unusual and presented in a manner to cause the purchasing agent to feel that the article or the service to be sold, cannot honestly be passed up, without investigation. A statement that will arouse curiosity as to how the offered article will save money or time or add to efficiency, will many times bring a longed-for question and thus open the conversational door for the salesman. Few purchasing agents will turn down a keen salesman who can convincingly state his case in a few words that tell he has something of real merit for the honest benefit of his prospective purchaser.

In all this the salesman must remember that the purchasing agent is subject to the same influences, making for joy or sorrow, as other mortals; that he is crowded hard at times; that he does not always feel in a receptive mood; that he is human and that the salesman who is up-to-date enough to recognize all this can "get next," sometimes, if not the first time.

We Present This Month

DAVID E. RICE

Director of Sales Training



[We print in this issue an article by Mr. D. E. Rice giving an account of his first visit to the Royal factory at Hartford.]

Mr. Rice became associated with the Royal organization on December first, in accordance with a plan to provide more definite and systematic training for new salesmen entering the service of the branch offices.

This plan has been under consideration of the management for some time, and is entirely in line with the practice of a very large number of industrial organizations to provide specific training for their employees. A system of training for our factory employees has been in operation for a number of years, and its value has been clearly demonstrated. It is now our purpose to extend this form of assistance to our newly appointed salesmen. While it may be true that salesmen, like poets, "are born, and not made," the management is convinced that many possible Royal sales are lost merely because the company's representatives, especially those who are new in the service, do not know the special features of the Royal typewriter well enough to present them with the highest degree of effectiveness. It is our belief that greater care in the selection of salesmen and greater effort devoted to their training will yield very gratifying returns.

Mr. Rice has been selected to direct this new line of activity because of his special experience in the field of the selection and training of men. Not only has he had extensive experience as a principal of public and private secondary schools and as an instructor in psychology in Columbia University, but he was also for many years in charge of industrial training at Pratt Institute, Brooklyn, N. Y. During the war he was an officer in the Air Service, in charge of an examining unit for the selection of pilots on the basis of special physical and mental qualifications. Following the termination of the war, he entered the service of the General Staff of the War Department, in connection with the new educational system established for the men of the standing army in 1919, and directed the development of a procedure for the selection and assignment of soldiers to

training in the army vocational schools. For the past two years he has been connected with the Veterans Bureau as Supervisor of Vocational Advancement for the Second District, comprising the states of New York, New Jersey and Connecticut. With this background of practical experience in the selection and vocational training of men, we believe that Mr. Rice is especially well qualified to carry out effectively this new line of activities planned by the management.—Ed.]

It may be of interest to the old-timers in the Royal organization to learn a few of the outstanding impressions made on a novice in the ranks by a first visit to the Royal factory.

By way of introduction it may be said that during the past twenty years I have personally operated practically every well-known make of typewriter, of both the standard and portable types, including the old flat-base model of the Royal. While I was always thankful to have the use of any old machine that would spare me the labor of writing by hand, I recall now that when I had an opportunity to choose, I always picked a Royal, without taking the trouble to analyze the reasons for my choice, except that I felt in a rather indefinite way that the Royal was more convenient to operate and turned out a more pleasing typed product. Since I have had an opportunity to study the fine points of Royal design and construction under the direction of the very affable inventor, Mr. Hess, and in addition, to observe the processes of manufacture in the Hartford plant, I know "there's a reason," many reasons, in fact, for my preference.

In submitting these impressions, I have no thought of stating any facts that are not fully known to every member of the organization. At least, I can not conceive of their not being known to any man whose connection with the Company covers a period of two weeks at the minimum. They constitute the basis of the Royal's claims to superiority in the typewriter field, and are naturally the first things that the newcomer should know. For myself, however, they are, in fact, real "discoveries," and in some respects discoveries of a positively amazing kind.

The outstanding impression in connection with my visit is unquestionably the exceptionally high quality of the factory personnel—and that includes every man that I had the pleasure of meeting, from Mr. Cook down to the least important worker in the plant. In reading over old issues of the ROYAL STANDARD I had caught the odor of the bouquets occasionally thrown at different members of the factory force and at the workers as a group, but it was only natural to assume that these bouquets had been made up by hands especially friendly, and possibly had been doped with a little artificial scent. It needed less than two days of personal contact with these men, however, to convince me that not only were the tributes absolutely genuine, but that they were, in fact, phrased in very moderate terms. I shall not attempt to mention individually the men who "sold" me the plant, but can only say that I was especially struck with the very obvious efficiency, loyalty and high standards of service of the men who make the Royal. Certainly with such men on the producing end no salesman need ever fear that he is making any claims as to the mechanical superiority of his machine

that will not be backed up 100 per cent.

The really amazing "discovery," however, was the extreme amount of attention and painstaking effort devoted to turning out a mechanically sound and accurately adjusted product. I have always realized, of course, that a typewriter is a fairly delicate piece of equipment that must at the same time be strongly built to stand up under the rough treatment to which it is subjected, but I was nevertheless willing to accept the judgment of a friend—a highly skilled and widely experienced tool maker—who told me only recently that "there really is not much to the manufacture of a typewriter, as most of its parts are comparatively rough stampings that can be thrown together by any ordinary machinist." This friend is thoroughly familiar with most of the machine industries of Connecticut, but I am now convinced that whatever information he actually may have about the manufacture of typewriters must have been gathered in the plant of some typewriter other than the Royal. Certainly he had never had an opportunity to observe the manufacture of such parts of the machine as the steel carriage rail, the escapement mechanism and the type bar, as carried out in the Royal plant.

When one considers the care with which raw materials for the Royal are selected and tested, the bewildering variety of screws, pins, dowels, etc., that are necessary for staunch construction and accurate adjustments, the many operations involved in the forming and fitting of the type bars, the extreme pains taken in the finishing of japanned and nicked parts, and the great number of inspections at every stage in the manufacturing process as well as of the finished product—then only does he begin to realize that whatever may be said of the manufacture of other machines, the Royal at least represents the last word in refined machine construction.

Still another process which is carried to an almost unbelievable degree of refinement is the adjustment of the alignment. The final inspector of alignment is apparently a very "fussy" individual who sends back for the correction of defects dozens of machines which, so far as the untrained eye can detect, are capable of turning out perfect copy, but in which he can detect some microscopic flaw. Apparently he alone understands the full significance of the Royal challenge to "Compare the Work."

The physical plant with its extensive machine equipment is an additional element of surprise to one who makes his first visit to the factory. It is hard to realize that a machine of the size and comparative simplicity of the typewriter should require for its manufacture such a variety of operations and such a tremendous amount and variety of equipment. For example, an entire section of the plant, with dozens of machine tools, is devoted exclusively to the manufacture of the small escapement mechanism.

In conclusion, I can only repeat that a first visit to the Hartford plant is a most interesting and instructive revelation, which will certainly afford renewed inspiration and confidence to any salesman who may have even the slightest misgivings as to the quality of the machine he is trying to sell or the high standards of the organization that is back of him.

An Honest Compliment

Mr. Schillinger has graciously refused to accept congratulations on the showing of the Service Department throughout our Branch Office organization without giving proper credit first to the men who are actually doing the work and whose esprit de corps is, in his opinion, unequalled in any typewriter organization.

He also insists upon dividing the credit with the men in the Royal Typewriter Factory and this is the point that interests us particularly.

He says that it is very much easier to establish a record for efficient service, prompt repair calls and satisfactory adjustments on a typewriter which is coming from the factory in such excellent condition and standing up in its work remarkably as the present Royal Typewriter.

He estimates the reduction in the cost of operating repair departments in proportion to their earnings is very largely due to the greatly decreased costs on maintenance of machines under guarantee.

We have heard from others as to the satisfactory service given by the Royal Typewriter, but Mr. Schillinger's facts and figures bring added proof of the excellence of the product, which the factory no doubt will be glad to have acknowledged by such authority.

Employment Department

Our employment reports at this writing show that our Denver Office is first under positions filled, and St. Paul is first under sales. The percentages of quotas secured under positions filled for December is exceptionally good. Among our District Branches Atlanta is first under positions filled, and Louisville is first under sales. Our Boston Office is first under number of calls made, and New York is first in number of inexperienced stenographers placed in positions.

A detailed report will be sent to all branches just as soon as our employment reports have all been received.

School Department

The school sales for 1924 show a big increase over those secured in 1923, and also beat any other year of which we have a record. This year our opportunities are greater than ever before, as the Royal is becoming better known among the schools, and is therefore a great favorite with school officials, teachers, and pupils.

In order to secure our share of the school business this year, it will be necessary for us to begin now on a systematic and persistent campaign.

100% Club for 1925

Charter Members of the 100% Club will consist of offices making 100% of their school quotas during January. Other offices will become members just as soon as they secure 100% of their school quotas in any one month.

A prize will be awarded to the office securing 100% of its quota the greatest number of times during the year.

A prize will also be awarded to the office securing the highest percentage of its school quota during the year.

Start the year right by making your office a Charter Member of the 100% Club.

A. M. STONEHOUSE,
Manager School Dept.



CONTEST FOR NOVEMBER

Division No. 1

"Detroit First"

The battle of November is over and the smoke has cleared away. We find that our Detroit Service Department can well be called the victor. Each District Branch Service Department fought hard during that month and deserves credit, but honors go to Mr. Driscoll, Foreman at Detroit.

Mr. Hartan, Foreman of our Baltimore Service Department, can now tell his loyal men that they earned second place for the month of November. Good work and well done.

The Chicago Service Department, headed by Mr. Tomek, managed to boost their Department from ninth place to that of third for November. We know that every man is working hard for Mr. Tomek with the view in mind of making the Chicago Office Service Department one of the best.

Below is a list showing the respective standing of each Department.

- | | |
|-------------------|----------------------|
| 1—Detroit 11* | 11—St. Louis 11* |
| 2—Baltimore 9* | 12—Boston 11* |
| 3—Chicago 11* | 13—Buffalo 8* |
| 4—Washington 11* | 14—Philadelphia 8* |
| 5—Indianapolis 5* | 15—Hartford 4* |
| 6—Pittsburgh 8* | 16—Atlanta 9* |
| 7—Kansas City 8* | 17—Louisville 3* |
| 8—New York 3* | 18—Cincinnati 1* |
| 9—Minneapolis 9* | 19—Dallas 3* |
| 10—Cleveland 9* | 20—Los Angeles 1* |
| 11—New Orleans 6* | 21—San Francisco |
| | 22—Portland, Ore. 1* |

Division No. 2

"Birmingham Winner"

Mr. Hutchinson, Foreman of our Birmingham Service Department, deserves praise for the way in which he pushed his Department to the top during the month of November. Another Foreman who has been promoted from the ranks and who is making the best of his opportunities.

Our Harrisburg Service Department is entitled to second place. Mr. Bentz, who is Foreman, has often been mentioned in this column and is always working hard to help the organization back up its high standards. Continue the work.

Mr. Waite, our Foreman at Jacksonville, is a new man. He has earned third place and we welcome him into the ranks. This is a fine record. From this time on we will follow our Jacksonville Foreman with interest.

Below is a list showing the respective standing of each Department.

- | | |
|--------------------|--------------------------|
| 1—Birmingham 2* | 23—Springfield, Mass. 8* |
| 2—Harrisburg 9* | 24—New Haven 2* |
| 3—Jacksonville 3* | 25—Providence 2* |
| 4—Newark 4* | 26—Wichita Falls |
| 5—Little Rock 1* | 27—Oakland 3* |
| 6—Fort Wayne 2* | 28—Youngstown 4* |
| 7—Milwaukee 2* | 29—Toledo 4* |
| 8—Scranton 6* | 30—Seattle |
| 9—Richmond 4* | 31—Duluth 4* |
| 10—San Antonio 3* | 32—Columbus 3* |
| 11—Grand Rapids 3* | 33—Erie 1* |
| 12—Bridgeport 11* | 34—Fort Worth 8* |
| 13—Omaha 11* | 35—Rochester |
| 14—Worcester 4* | 36—St. Paul 6* |
| 15—South Bend 2* | 37—Peoria |
| 16—Fresno 1* | 38—Rockford |
| 17—Dayton 5* | 39—Houston 3* |
| 18—Bangor 4* | 40—Portland, Me. 4* |
| 19—Denver 5* | 41—Springfield, Ill. 2* |
| 20—Johnstown | 42—Waco 1* |
| 21—Memphis 2* | 43—Davenport 3* |
| 22—Des Moines 3* | 44—Albany 4* |
| 23—Akron 1* | 45—Evansville 2* |

TO INCREASE NETS—
INCREASE EARNINGS

Mental Attitude

By Charles B. Cook, Vice-President

Mental attitude is your own outlook, plus your own thoughts, and your own desires, that you have toward your own job. It is, in a certain measure, the result of the knowledge and requirements you have of your job.

Many things affect your mental attitude adversely; imperfect understanding of your work, lack of knowing the men you work with, lack of effort in doing things, lack of ability, lack of harmonizing your personality with those you work with, not giving due importance to problems as they arise, not maintaining your health, not trying to coordinate your worth with that which is most essential to your company's success, not developing your mental capacity to the requirements of the job, and not grasping the psychology of the men around you.

Sit down and analyze this mental attitude, and see the avenues of thought that it will lead you into. Mental attitude to your job can be the romance of your life—sweet, clean, vitalizing, energizing, powerful, ennobling, appealing, or it can be demoralizing, degenerating, discouraging, humiliating, crushing and increasing pessimism.

Some men fail to understand that to be most successful, they must build up others with them. The impetus gained by the combined efforts of an organized body of men, with proper mental attitude over an unorganized body without proper mental attitude to their work, is like lifting a one pound weight to letting it drop slowly to the ground. One has energy, momentum and spirit, while the other has lost motion, lack of control and very little result.

As an illustration of what I am trying to bring out, let me tell you a story that I once heard. In a certain town, the railroad ran up a steep hill, and it was the hope of every train engineer that some day he could make the grade without calling for an extra engine to help pull him up. One day a new engine was given to an engineer, and upon coming to the hill, he called to his fireman, "Pat, watch out, I am going to try and make the hill. We can do it." The engine, after starting up the hill well, began to snort and snuff, slowed down and after a tremendous effort just made it and rolled over the top. The engineer, pleased as could be, shouted out, "Well, Pat, we made it," and Pat replied, "Begorra, you wouldn't have made it, if I hadn't put the brakes on just before you reached the top to prevent it slipping down the hill."

The mental attitude of the engineer, his knowledge of what the engine could do, created a spirit of do or die within him, he had pride in its possibilities, and his mental attitude was such as to see great possibilities in its mechanism. He was ready for the test.

The mental attitude of the fireman was faulty, as he didn't believe the engine could make the grade; he had forebodings that depreciated its possibilities, he labored with the engine. He didn't understand what could be done in the test, and consequently, he did the wrong thing, he applied the brakes as many other men are doing in their daily work; they take the negative side of all real possibilities. Their reason is faulty because their mental attitude is not correct, and naturally they take the longest way around.

ROYAL FACTORY HOSPITAL



The economic loss in industry, due to ordinary ailments of human beings, totals a very large sum of money and added to this, the ordinary every day scratches, small cuts, dirt in the eyes, burns, scalds, etc., then indeed, it becomes a colossal sum which, of course, is represented by loss of production, delay in business negotiations, failure to keep up with the day's work, and so on.

If a man becomes sick and stays from work, there is his loss of pay, the company's loss of production and the added expense of the doctor's bill to the man.

Do you know, it has always been a poser to us, why it is that manufacturers have in the past paid so much attention to keeping their machinery in good condition by repair-

ing daily the broken parts, renewing the worn out parts, refitting the loose bearing parts, oiling and lubricating the different moving parts to save strains, overheating, wear, etc. Then again, if a belt breaks, a belter repairs it immediately; if a part gets out of adjustment, it is immediately fixed; if a machine is too light for the work it is doing, a stronger machine is sought for, and so on; it meant everything possible was done to correct the trouble, but very little was done or thought of in connection with the human being who ran the machinery; whose form with its body, the arms, the legs and the head was looked upon simply as necessary to run the machine. It did not seem to occur to industry that these forms had feelings, that they wore out with-

out proper attention, that they were capable of better work when properly taken care of, that they should not be overworked, otherwise breakdowns occurred. It wasn't done purposely, of course, no sane man would accuse industry of that. There was too much time given to rush production and develop the business, and thoughtlessly, no doubt, human beings were not given the attention they deserved or their value was grossly underestimated.

With a great deal of thankfulness, we report the old days are past, and today the greatest and most valuable machinery is the human body, and consequently there is installed in many large industries, such as the Royal, hospitals to take care of men and women from Manager down.

The Royal plant has had its hospital service in operation some fifteen years or so, and has today one of the best equipped industrial hospitals for its purpose, in any modern plant of the country. It takes care of all immediate ailments, such as headache, toothache, indigestion, grippe or colds, cuts, bruises, sores and so on.

To give you some idea as to what this means, let us take September last. Our records show that some 1,366 treatments were made, 467 of which were minor injuries, 73 eye cases, some 7 cases which required a doctor's immediate attention.

Two nurses who thoroughly understand factory conditions are in charge of the Hospital. These nurses not only take care of injuries and sick calls, but keep in touch with those reported sick by actually visiting the patient's home if required by the management. Some cases are followed very closely for our own personal interest and for the purpose of reporting intelligently to Compensation Insurance Commissioner. Unless desired by the patient, the factory uses a doctor who is also a surgeon, and who can perform an operation if absolutely necessary, in the Hospital.

The Hospital remains open throughout the noon hours so that our girls can take advantage of all the privileges.

Note the photo showing one end of the Hospital, and the Rest Room for girls; at the other end, there is a Rest Room for men. Patients enter the Hospital through waiting room in center, not shown in photo.

Good health brings incentive and ambition to do, optimism, cheerfulness, steady attendance and good work. It is the greatest gift one can have. With the many hundreds of employees at the plant working daily with a high average of good health, our product is bound to reflect it in quality which benefits the user, and beside this, there is developed a better spirit and understanding with the Management.

C. B. Cook.

W. H. MALLIET

Supervisor of Design and Development



W. H. Malliet

A proper mental attitude is obtained by plain common sense application to the necessity of your job; everything necessary in connection with the job can be maintained if you will only develop yourself. The imperfection of those around you, the injustices that may have been done you without reason, the many things that are not correct around you will not affect your ability to do if your mental attitude is right in the first place; that very fact is the foundation of success and sooner or later, the imperfections and the errors around you will be eliminated by you in your effort to work right.

Proper mental attitude to your job develops initiative, imagination, study, knowledge, assimilation, tact, health and good will. Its reward is so great that you can't afford not to cultivate it. Never mind what position you hold, it is a positive safeguard against failure. With it you become immune from all things that do not add to your status as a coming man in the organization you represent.

I have but one lamp by which my feet are guided and that is the lamp of experience.—Patrick Henry.

Very necessary to any organization in our line of manufacturing, is a man of good experience and sound judgment, able to design parts, design machinery and tools, and know in a very thorough manner, the kind of operations necessary to produce the parts economically and with utility.

Mr. Malliet has a reliable fund of information with a very complete knowledge of his job and its requirements, due to his long experience and

training. He is so careful and accurate in his work and cost estimate figures that he is regarded very highly. Any new design, improvement or model accepted by us to manufacture, is turned over to Mr. Malliet for the following information: estimated cost of manufacturing, machines necessary, if design is satisfactory, what operations are necessary to produce the parts, etc. You can easily see what a help such a man is to the superintendents of the plant who are finally called upon to pass judgment on his reports.

Mr. Malliet bears the good will of all those who work with him. He has the Royal spirit and loves his work.

Born in Jersey City, N. J., 43 years ago and passing through Grammar and High School, he then studied Mechanical Drawing at Pratt Institute and later took a course in Mechanical Engineering from the International Correspondence School. Serving his time as an apprentice at the world renowned factory of Brown & Sharpe Mfg. Co., where quality work is famous, he also had Screw Machine Drafting. He left there to take a position as Tool Designer with the General Electric Company of Lynn, Mass., and later,

seeking all the experience possible on latest methods of Machine, Tool and especially Punch & Die designs, he worked with several concerns.

In 1908, he came to the Royal as Tool and Die Designer and was later promoted to Assistant Foreman of our Drafting Room. He left us after seven years' splendid service to take a position as Superintendent of a local concern. He returned to the Royal as supervisor of night work in 1916. Later, he accepted a position as chief draftsman of the Underwood Portable Typewriter Company which was being designed and prepared for the market. In 1918, he went as Chief Engineer to the M. S. Little Mfg. Company, which had largely expanded to produce war materials. In 1920, he went to work under Mr. Hess in the Patent & Experimental Department, New York, on special work, and was later transferred to Hartford to become Supervisor of Design and Development, which position he now holds.

"Bill," as we call him, is married and has four children and is a real home man. He is very pleasant to know, always the same, thorough and reliable. He is an associate member of the American Society of Mechanical Engineers and also a member of the Engineer's Club of Hartford.

A day's work with quality is man's greatest accomplishment.

December Honor Roll

Many Royal dealers during the year 1924 smashed their own sales records, and have set up a new high mark to shoot at during the coming year.

Every dealer who made the 100 Per Cent. Club for 1924 has reason to feel proud of his record, and is to be congratulated for this splendid accomplishment.



1—BEACH
Will A. Beach Ptg.
Co. Sioux Falls,
So. Dak.



2—BENSON
Benson T. W. Co.
Canton, O.



3—BREWINGTON
Brewington T. W. Co.
Madison, Wis.



4—HEISER
Casper T. W. Ex.
Casper, Wyo.



5—CROSBY
Crosby Mook T. W.
Ex., Warren, O.



6—DAVIS
Colorado Springs,
Colo.



7—DUNING
Richmond, Va.



8—EICHOLTZ
New Oxford, Pa.



9—GRANT
Grant's T. W. Ex.
Beaumont, Tex.



10—HAPPY
Mayfield, Ky.



11—GAUFFANEY
Office Specialty Co.
Fargo, N. D.



12—PAXTON
Paxton T. W. Co.,
Bloomington, Ill.



13—PEARCE
Abilene, Tex.



14—ROOF
Tampa, Fla.



15—RUGEN
Newport, R. I.



16—SPIECE
Bucyrus, Ohio

17—Royal T. W. Ex.,
Pittsfield, Mass.

18—Scott-Parker Co.,
Macon, Ga.

19—Russell & Cockrell,
Amarillo, Tex.

20—Parkers Bk. & Music Store,
Ft. Myers, Fla.

21—Palestine Ptg. Co.,
Palestine, Tex.

22—Richardson,
West Palm Beach, Fla.

23—Daytona Bk. & Stationery Co.,
Daytona, Fla.

24—J. C. Duell Sales Co.,
Miami, Fla.

25—C. C. & H. C. Macomber,
Saginaw, Mich.

26—Nebraska T. W. Ex.,
Lincoln, Neb.

27—Gragg,
Pittsburg, Kan.

Harvey J. Roof, Star Dealer for 1924

In 1923 Mr. Roof delivered 100 per cent. of his quota; in 1924 he doubled his business and delivered 200 per cent. with one of the largest quotas assigned to any dealer.

One other dealer, Roy A. Davis of Colorado Springs sold a higher percentage of his quota (253 per cent.), one other dealer, R. G. Nichols, sold more typewriters, but no other dealer has equalled the phenomenal gain in business shown by Roof.

Two years ago he gave up the dealership at Utica, N. Y., to take the dealership at Tampa and in that two years has organized his territory to its present point of production.

With the exception of one month he made the M. A. D. Club for the year and his business for the last six months of the year was nearly double the first six months.

Watch Tampa in 1925.

M. A. D. Club for December

There are times when a dealer or one of his salesmen makes the M. A. D. but fails to send in his sales report early enough to enable us to give him the proper credit under this heading.

If you cannot get this report to us before the fifth of each month, write or wire that you or your salesmen made the M. A. D. so we can give credit where it is due.

H. J. Roof, Tampa, Fla.

Mrs. S. D. Hendley, J. C. Duell Sales Co., Miami, Fla.

W. W. Prior, Trenton, N. J.

The Doctor Explains—

Russell & Cockrell, our dealers at Amarillo, Texas, have let us in on an interesting episode in which their typewriter specialist, known as Dr. D. Vahue, played the leading role.

Through the courtesy of the head of the Amarillo High School, Dr. Vahue placed the Royal on the operating table, as it were, before an assemblage of three classes of students and several faculty members of the school.

Dr. Vahue disassembled the Royal Typewriter before the group, explaining as he went along, the reasons for the Royal's reputation as a light running machine, and what accounts for its long operating life.

As may be imagined, many pertinent points were brought out showing the superiority of the Royal in the typewriter field, as well as the quality of material and the fine mechan-

ical design entering into its construction.

This thorough demonstration proved to be very interesting to the students and teachers and many expressed their surprise at the amount of skillful work necessary in stripping, cleaning and setting up a typewriter.

Not only did Dr. Vahue show the fine points of the Royal but also gave them instructions as to the proper method for the care of their typewriter, and pointed out the fact that high service charges are mainly due to the neglect of the operator in giving his or her typewriter the proper care.

Through this lecture Russell & Cockrell have proven that they were more interested in the service the Royal gave the customer rather than just selling a machine and letting it go at that. They are to be congratulated for this fine policy.

Brewington's at Night



The above attractive window display is that of the Brewington Typewriter Company at 533 State Street, Madison, Wisconsin.

In passing this window during the day time one finds the Royal prom-

CLEVER, LIGHTED DISPLAY

inently displayed, and at night the contrast of colors of black against

the white background, again makes the Royal radiate its quality and its streamline features.

They are to be congratulated for the neatness and good taste in arranging this display.

State Business

Mr. L. P. Wood, who is in charge of the Southeastern Division of the Dealers' Department, has been making observations well worth the consideration of everyone engaged in the sale of typewriters in the United States.

He finds the Royal Typewriter admirably adapted to State and County business. For instance, he calls attention to 175 Royal Typewriters in the Automobile License Department in the State of North Carolina.

The unquestioned superiority of the Royal Typewriter in handling cards makes it the ideal machine for

this type of work. He also points out the growing use of Royal Typewriters in Insurance Companies and many large industrial houses where carbon cards are used. In other words, where it is necessary to make carbon copies through cards by means of carbonized backs on the original, finds an almost exclusive field for Royal Typewriters.

The success of our Raleigh Dealers in the sale of Typewriters to the State is not an exceptional case by any means. Royal Typewriters are used by many States. The dealer at Trenton, Mr. Walter Prior, put in something over 250 machines in the Motor Vehicle Department, State of New Jersey. In that case, Royal's adaptability to the work in hand was found through its card handling capacity as well as a peculiar combination and arrangement of type which just fitted the work.

Mr. Wood calls attention to the fact that it is such an easy market to control that the attention of all those working on State business should be directed to this field.

Do not overlook the fact that the ten-inch carriage machine handles Burrough's ledger sheets.

28—Hill,
Calgary, Alberta, Canada

29—Bowman Stationery Co.,
Muskogee, Okla.

30—Palestine Ptg. Co.,
Palestine, Tex.

31—Abell,
Poughkeepsie, N. Y.

100 PER CENT CLUB 1924

1924 has been a big year for the Dealers' Department. A substantial gain was made over any year in the history of the Department.

To the dealers themselves who have made this record possible, we offer our thanks and our congratulations.

Every economic condition for 1925 points to a bigger and better year. 1925 will again break all records. Let's go!



1—BENSON
Canton, O.



2—BREWINGTON
Brewington T. W. Co.
Madison, Wis.



7—HOWELL
T. H. Payne Co.,
Chattanooga, Tenn.



8—ROOF
Tampa, Fla.



3—KING
Carolina T. W. &
Office Supply Co.
Raleigh, N. C.



4—HEISER
Casper T. W. Ex.,
Casper, Wyo.



9—RUGEN
Newport, R. I.



10—PRATHER
Typewriter & O. S.
Co., El Paso, Tex.



5—DAVIS
Colorado Springs,
Colo.



6—PAXTON
Paxton T. W. Co.,
Bloomington, Ill.

Duell Sales Co.,
Miami, Fla.

12—Snow,
Wausau, Wis.

13—Royal T. W. Ex.,
Pittsfield, Mass.

14—Prior,
Trenton, N. J.



Harvey J. Roof—1924 Star Dealer

The friendly rivalry and whole-hearted cooperation that exists among the members of the British organization for the distribution of Royal typewriters has long since been brought to light by various incidents that have drawn these men into closer bonds of friendly union. The most recent of these events was the annual dinner of the Royal Typewriter Sports Club of London, which took place late in November.

The membership of this very worthy club is composed largely of Royal salesmen and mechanics connected with the Visible Writing Machine Co., Ltd., Royal dealers for the British Isles. Many of these men are shown in the photograph, reproduced here, which was taken on this occasion. The Royal Cricket Team, entirely made up of employees attached to our dealers' organization,

LONDON SPORTS CLUB DINNER



Mr. R. T. Hepworth, Captain of the Cricket Team; Mr. E. A. Hoare, Secretary, Royal Typewriter Sports Club; Mr. H. V. Schofield, London Manager for Royal Typewriters and Vice-President of the Sports Club; Mr. A. W. Thomas, a Director of the Visible Company and President of the Sports Club; a waiter; Mr. Jack Sessions, a London Insurance Broker; Capt. H. D. Ebbutt, Vice-Captain of the Cricket Team; Mr. Cyril Salter, salesman; and Mr. F. J. Tree, Salesman.

Little need be said of the value of the fine association that is brought about through such an organization, and we must certainly congratulate the members of this club on the sportsmanlike attitude that exists between them, which

was present at the dinner. The team plays a regular schedule of games with the other cricket teams around

London and it has given a very good account of itself during the last season.

Reading from left to right, the gentlemen shown in the photograph, standing at the speakers' table, are:

is an assurance of lasting success in the attainment of their aims and ideals.

ROYAL ACTIVITIES IN JAPAN

In many climes and in many languages, the Royal typewriter is advertised from day to day but we think that there is unusual interest attached to those advertisements in the Japanese newspapers that are arranged for by Messrs. Maruzen Company, Ltd., of Tokyo, Royal dealers for Japan and Korea.

Below is a photographic reproduction of an advertisement that these dealers recently ran in the Tokyo Jiji Shimbun and in the Tokyo Asahi Shimbun. Amid the quaintness of this advertisement, it is interesting to note that the familiar, distinctive trade-name "Royal" has been featured.

Besides advertising in the Japanese newspapers, our dealers are also advertising extensively in the Eng-

lish newspapers that are published in the various cities throughout the country. Maruzen Company, Ltd., are to be highly commended for their far-sighted policy of advertising the Royal typewriter in such a thorough manner, since it is sure to bring about further development of sales in the Japanese market.

Much of this firm's attention has been given to the development of school business in their country. In the March, 1924, issue of the ROYAL STANDARD, we published a photograph of the typewriting class-room in the Higher Commercial School at Nagoya, Japan, where Royal typewriters had been adopted as standard equipment through the efforts of Messrs. Maruzen.

One of the most recent schools to

adopt the Royal typewriter as its standard machine for teaching purposes is the Higher Commercial School at Fukushima City, where approximately twenty machines were installed. A photograph of the classroom at this school is reproduced, the instructor of the class being shown seated in the right background. The Royal typewriter has proved to be a great favorite with both teachers and students in the Japanese schools. When an instructor in one of their high schools recently called at our headquarters in New York, he was enthusiastic in expressing his liking for the Royal and told us of the interest that his students take in not only learning to write on the machine but to know as much as possible about it in a mechanical way as well.

Messrs. Maruzen Company, Ltd., are certainly to be complimented on the thorough way in which they have aroused the enthusiasm of the school authorities in their attitude toward the Royal as a typewriter of the greatest utility and efficiency for use in the Japanese schools.

To Royal Dealers in Foreign Lands

The year 1924 has closed with the largest Foreign Sales Record since the peak year of 1919, in spite of unsettled political and commercial conditions in many parts of the world. This proves beyond the shadow of a doubt the efficiency of co-operation in our work as well as the great productive value of intensified selling effort in your territories.

The New Year before us opens at the time of the greatest commercial revival of the past century, with an almost universal reign of peace and with the governments of the various countries of the entire world in the hands of competent and established authority.

With the manufacturing and executive facilities of the Royal Typewriter Company at your disposal, and the present day Royal Typewriter—the finest writing machine that has ever been built—as your product, it only remains for another united sales promotion effort to carry the Royal to the head of the industry in every territory.

Will you pledge yourself to help us realize our hopes by an acknowledgment of this appeal in terms of sales effort? Last year's results have shown you what may be expected. Let 1925 results prove the Royal to be a dominating factor in the world's Foreign Commerce.

With fullest appreciation of your past efforts, we extend best wishes for your future success.

T. T. MALLESON.

A ROYAL DISPLAY IN THE NETHERLANDS

Ever on the alert for new methods by which to increase their sales of Royal typewriters, our dealers for the Netherlands, Messrs. Blikman & Sartorius, recently made an unusually fine display of Royal machines in the show-room at their branch in Rotterdam. As may be seen in the illustration at the end of article, the display included machines equipped with carriages of varying widths, giving a very comprehensive idea of the models that can be supplied to take care of any possible requirement. This display was a most impressive one and it no doubt added much to the growing prestige and popularity of the Royal typewriter in Holland.

In covering the territory outside of the large cities, Messrs. Blikman & Sartorius use a very unique method

that has proved to be most efficient. The photograph shows our dealers' motorcar, in which Royal machines of all sizes are carried. These machines are sold direct to the customers as the car travels from town to town. In this way, every large and small town in the country is properly canvassed, many sales having been made in places where it would otherwise have been difficult to develop business. The gentleman shown standing beside the car is Mr. Smit, Chief Traveler for our dealers' organization.

The progressive ideas that are constantly being put into effect by Messrs. Blikman & Sartorius are sure to result favorably in further developing Royal sales in the Netherlands.



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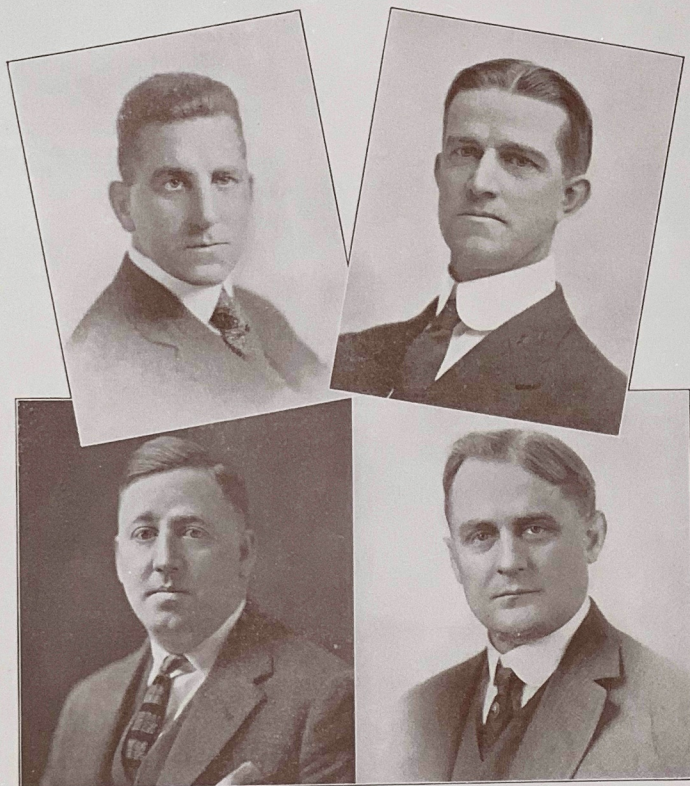
SUPER ELASTIC TOUCH!
MAXIMUM SPEED!
"Compare the Work"

ROYAL

カタログ送
ローヤル タイプライター
コナ タイプライター
総代理店
丸善株式会社
東京日本橋通三



FOUR ACES



UPPER—D. J. ALLINGHAM, New York; H. F. BRAINERD, Hartford
LOWER—M. V. MILLER, Pittsburgh; J. T. WELLMAN, Louisville

Together They Hold a Hundred Consecutive M. A. D. Records

We point with pride to the four gentlemen pictured above. They are fully entitled to be called the four stars of the Royal Domestic Selling Organization. The re-organized Machine A Day Club came into existence in December, 1922. That is twenty-five months ago. Since then, none of these men has missed a month's repeat in the Club.

Many men have approached their mark, but none have equalled it. These four stand alone.

A quarter of a hundred months is a long time, and to go through that stretch with a perfect Machine A Day Record—overcoming all the obstacles and all the "breaks" that these months bring with them—is an achievement indeed.

We hold these men up to the entire organization. Strangely enough, they all hail from East of the Mississippi. Will some "Lochinvar out of the West" come forward to challenge their supremacy in the year to come?

MACHINE-A-DAY CLUB FOR DECEMBER NEW MEMBERS



L. A. PLATZ
St. Paul



Henry Urcel
Belgium



P. F. HAMBSCH
Baltimore

Repeaters—(Figure Indicates Number of Repeats)

| | | | |
|---|---|--|--|
| AKRON L. J. Michel 3* | CINCINNATI S. D. Wakefield 9* | NEW YORK D. J. Allingham 25* G. M. Guest 24* T. M. Gleason 23* C. K. Freund 13* | ST. LOUIS H. H. Nunamaker 9* G. M. Davis 5* L. E. White 4* |
| BALTIMORE P. F. Hambsch * | CLEVELAND M. C. Hull 10* | HARTFORD H. F. Brainerd 25* | ST. PAUL L. A. Platz * |
| BOSTON F. I. Crocker 7* H. E. Burton 14* | INDIANAPOLIS W. F. Teer 10* | KANSAS CITY P. W. Jones 19* | TOLEDO E. L. Knott 2* |
| CHICAGO J. M. Roberts 16* E. H. Johnson 8* A. J. Redding 6* W. B. Larsen 12* J. C. Laborence 9* L. E. Wilson 4* A. G. Freeberg 3* | LOUISVILLE J. T. Wellman 25* | PITTSBURGH M. V. Miller 25* | WASHINGTON H. L. Rudnick 9* |
| | MINNEAPOLIS F. B. Thorne 6* | SPRINGFIELD, MASS. L. B. Behan 7* | WORCESTER A. R. Smith 10* |

GREAT BRITAIN (Current)

| | | | |
|----------------|-----------------------|-----------------|-------------------|
| H. D. Ebbutt * | H. W. D. Buckeridge * | W. H. Roberts * | P. C. Fielding * |
| J. Harrison * | C. Salter * | B. Harris * | H. V. Schofield * |
| F. Tree * | H. Herman * | L. Harris * | J. C. Barlow * |

The Contest Results

The Double Winners—Managers Who Have Defeated Opponents in Both November and December.



Hull, Cleveland d.
Baltimore and Detroit



Wellman, Louisville
d. Rochester



Larsen, Chicago d.
Boston



Russ, Portland, Ore.
d. Seattle



Hess, Newark d.
Portland, Me.



Robinson, New York
d. Philadelphia



Knott, Toledo d.
Grand Rapids



Hinck, Jacksonville
d. Bangor



Jones, Kansas City d.
Cincinnati



Teer, Indianapolis d.
Columbus



Kennedy, Dallas d.
Fort Worth



Jackson, San Antonio
d. Houston



Partee, Milwaukee d.
Providence



Patterson, Birming-
ham d. Memphis



Mitchell, Denver d.
Omaha



Lawless, Davenport d.
Des Moines



Reighard, Wichita
Falls d. Waco



Mowers, South Bend
d. Fort Wayne

Flagg, Rockford d.
Peoria

Contests Which Have Resulted in Ties—Each Office Winning One Month's Contest or Winning in December After Tie.



Nunamaker, St.
Louis 1
Pittsburgh 1



Thorne, Minneapolis
1; Milwaukee 1



Morf, San Fran-
cisco 1; Los An-
geles 1



Behan, Springfield,
Mass. 1; Wor-
cester 1



Platz, St. Paul 1;
Springfield, M. 1



Mann, Atlanta 1;
New Orleans 1



Ardis, Buffalo 1;
Hartford 1



Michel, Akron 1;
Dayton 1



Mulligan, New Haven
1; Bridgeport 1



Murphy, Albany 1;
Richmond 0



House, Erie 1;
Johnstown 0



Edwards, Little Rock
1; Scranton 1



O'Bryan, Evansville
1; Springfield, Ill. 0

Fresno and Oakland
Tie in December.

National Accounts News

Here are the First Ten in De-
cember!

- 1—Kansas City
- 2—Springfield, Mass.
- 3—Indianapolis
- 4—Hartford
- 5—Dallas
- 6—Houston
- 7—Baltimore
- 8—Louisville
- 9—New York
- 10—Harrisburg

These ten branches together aver-
aged 113 per cent. of quota.

Those Managers know the value
of their "Big User" business. Our
congratulations to them!

The "N. A. D." is the short-cut
to the "M. A. D."